PROBLEM BASED SUPERVISION

DIVISION OF NURSING
MINISTRY OF HEALTH
HIS MAJESTY'S GOVERNMENT OF NEPAL

FOR PUBLIC HEALTH NURSES

WORLD HEALTH ORGANIZATION
SOUTH EAST ASIA REGION

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PREFACE

The purpose of this guideline is to facilitate supervision of the auxiliary nurse midwives (ANMs) by public health nurses (PHNs).

This guideline was developed by PHNs from the districts, the Institute of Medicine, the Family Health Project,the Integrated Community Health Services Development Project, specialists in medical education and the staff of the Division of Nursing. Advisory support was provided by World Health Organization consultants. Any additional suggestions from the users of this manual on how to improve or change it or examples of successful problem-based supervision should be sent to the Division of Nursing.

This guideline was developed as a component of a research project which studied the effect of problem-based supervision on the job performance of ANMs. The expectation is that there will be a significant increase in supervisory skill, knowledge and a positive attitude of PHN supervisors after problem-based supervision training. As a result, there will be significant improvement in ANM job performance after the use of problem-based supervision by PHNs. This guideline covers the meaning of problem-based supervision, presents the steps to be followed, and suggests methods of self-evaluation. This manual also contains an ANM Performance Appraisal tool which can be used by the PHN at each supervisory visit. The implementation of the ideas depends on the commitment of the individual nurse.

We wish to acknowledge the work of the research team members, Mrs. Chanda Rai, Mrs. Mohan Devi Shrestha, and Mrs. Durga Gurung, and also the advisory contributions of Prof. P.N. Shrestha, Mrs. Theresa Miller, Dr. Bill Pigott, and Dr. Sandra Anderson. The illustrations were done by Mohan Shrestha, layout by Tracy Lowry and typing by Aman Gurung and Kishore Bharati.

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INTRODUCTION

Who are these guidelines for?

These guidelines are designed to assist district public health nurses (PHNs) in the supervision of health post auxiliary nurse midwives (ANMs). However, the concept of problem based supervision can be applied by central level staff when they supervise PHNs and in turn by ANMs when they work in the community. The same approach can be used by other health personnel who have supervisory responsibilities.

What style of supervision is now being used?

> "No plan - Superficial - Lack of knowledge and skill - Only record checking - Fault finding - Scolding - Threatening - No problems solved - Lack of job description - No discussion with ANM - Lethargic supervisors - Frustrated - "
>
> Authors
> The District PHNs

Why change in supervisory practices is needed?

The effectiveness of the health services depends on how well the health workers do their job. The success of the Maternal and Child Health Programme depends on how well the ANM performs. To facilitate the work of the ANM, the PHN needs to help the ANM to be self-reliant and able to solve her problems. The best way to do this is through the problem solving approach which is described in detail in the following pages.

If the ANM becomes active and practices problem solving, she will in turn be able to help the community to become active problem solvers and move toward self-reliance.

THE COMMITMENT OF PUBLIC HEALTH NURSES

The commitment of Public Health Nurses

- I will be familiar with my job description.
- I will orient myself to my district.
- I will make supervisory objectives.
- I will develop knowledge, skill and attitudes to be an effective supervisor.
- I will practice good communication skills.
- I will help the ANM and health post staff to identify their problems.
- I will develop my own problems solving abilities in order to help the ANM to solve her problem.
- I will help the ANM to solve problems she is not able to solve alone.
- I will ask district and regional health staff to help with ANM problems which I cannot solve myself.
- I will motivate the ANMs by explaining the importance of maternal and child health care.
- I will help the Health Inspector and Health Post Incharge to conduct regular meetings.
- I will involve health post staff, including the ANM, in goal setting and planning health post activities.
- I will evaluate my goals.

SUPERVISION

What are the responsibilities of the PHN as a supervisor?

One of the responsibilities of the PHN is to help and teach the health post staff in her district. She guides and assists the ANM in planning, implementing, and evaluating the following activities:

- Antenatal delivery and postnatal care
- Child care services
- Health post clinic and outreach services
- Identification of high risk pregnant women
- Community health educational activities
- Utilizing community resources
- Family Planning and Maternal and Child Health (FP/MCH) services in the home
- Immunization services to mother and children
- Training and supervision of traditional birth attendants (TBAs)
- Recording and reporting

What is supervision?

Supervision is the process of guiding and helping people to improve their own performance. The PHN does this in the following ways:

- Works with the ANM to help her to solve her own problems
- Works with the ANM to assist her in helping the community members (clients) to solve their own problems
- Provides support and solutions for problems that cannot be solved by herself.

What is the purpose or aim of supervision?

Supervision should enable the ANM and other health post staff to perform their work better by improving their ability to solve their problems day by day.

CHANGE DESIRED BY PROBLEM BASED SUPERVISION

Change the behaviour of inactive PHN in the district office.

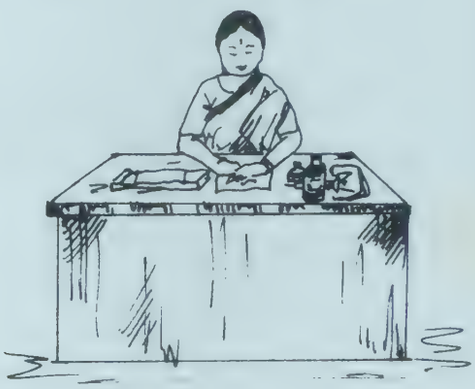
with knowledge of problem based supervision and a positive attitude

to an active PHN doing supervisory visits.

Through problem based supervision the PHN helps

the ANM not able to work because of problems.

Through an improvements in her knowledge, skill and attitudes about problem solving



the ANM performs her job and solves her problems.

Through encouraging independence and problem solving the ANM helps

to activate the community with problems.

Through increased skill, knowledge and a belief in their own ability

the community becomes self-reliant and works together.

What are the factors that help and hinder PHN supervision?

Helping factors - those aspects of the present situation which make things better and encourage improvement.

A list of **helping factors** are:

- Adequate administrative facilities
- Supervision by authority
- Good team work at district level
- Resources available in the district, good referral hospital, active women's organization
- Available transport facilities such as those in the Terai areas
- Good communication between team members
- Support from other workers
- Flexible schedule
- A supervisor who listens
- Encouragement
- Motivation from receiving a reward or incentive, for example, inservice education, opportunity for further study, or extra allowances
- Respect for requests to transfer to a certain desired place
- Help in planning activities.

Hindering factors - those aspects in the work situation which prevent people from reaching the goal.

A list of **hindering factors** are:

- Lack of clear job description
- Lack of authority for the PHN
- Lack of knowledge and skills by PHN about supervision
- Lack of communication, coordination, and cooperation among the health team members and between the supervisors and subordinates
- Lack of facilities for transportation and budget for supervision
- Inadequate amount of supplies
- Discouraging attitude expressed by the seniors

- Dominating attitude of the health inspector
- Destructive criticism by the supervisor
- Scolding from a supervisor
- Fault finding by a supervisor
- Record checking by a supervisor without discussion
- Aggressive behaviour demonstrated by a supervisor.

Modification of hindering factors in order to produce change

After making a list of specific hindering factors, look for ways in which you yourself will be able to change them. For example:

- Read books on supervisory skills
- Identify effective and non-effective supervisory techniques and attempt to develop effective skills
- Initiate a seminar on supervisory practices in your own district
- Work with the health inspector to have regular meetings which encourage the expression of opinions by all the staff and also problem solving
- Help team members to be able to help themselves by using the problem solving process.

What are the qualities of a good supervisor?

A good supervisor is:

- Qualified in her subject and skillful at helping solve problems
- A good leader
- Cooperative and polite
- A good listener
- A good observer
- Friendly, flexible, impartial, helpful
- A good communicator
- An effective teacher
- A motivator and facilitator
- Capable of making decisions

- A good problem solver
- A fair evaluator
- Able to form good interpersonal relationship.

What are the steps of supervision?

These are the steps of supervision:

- Make a plan for supervision and set goals and objectives
- Establish good rapport with the ANM
- Discuss the objectives of the health post
- Help the ANM clarify her role based on the goals of the health post
- Assess performance by listening, observing, discussing and studying the records
- Help the ANM to identify problems, possible solutions to solve problems, and possible constraints
- Together with ANM implement the plan by helping, teaching, demonstrating, and recording
- Counsel the ANM concerning personal problems, work situation, motivation, value of work and her attitude
- Review and reinforce knowledge and skills and teach new material as necessary
- Evaluate the activities in terms of the fulfillment of the goal and make a follow-up plan.

PROBLEM BASED SUPERVISION

What is a problem?

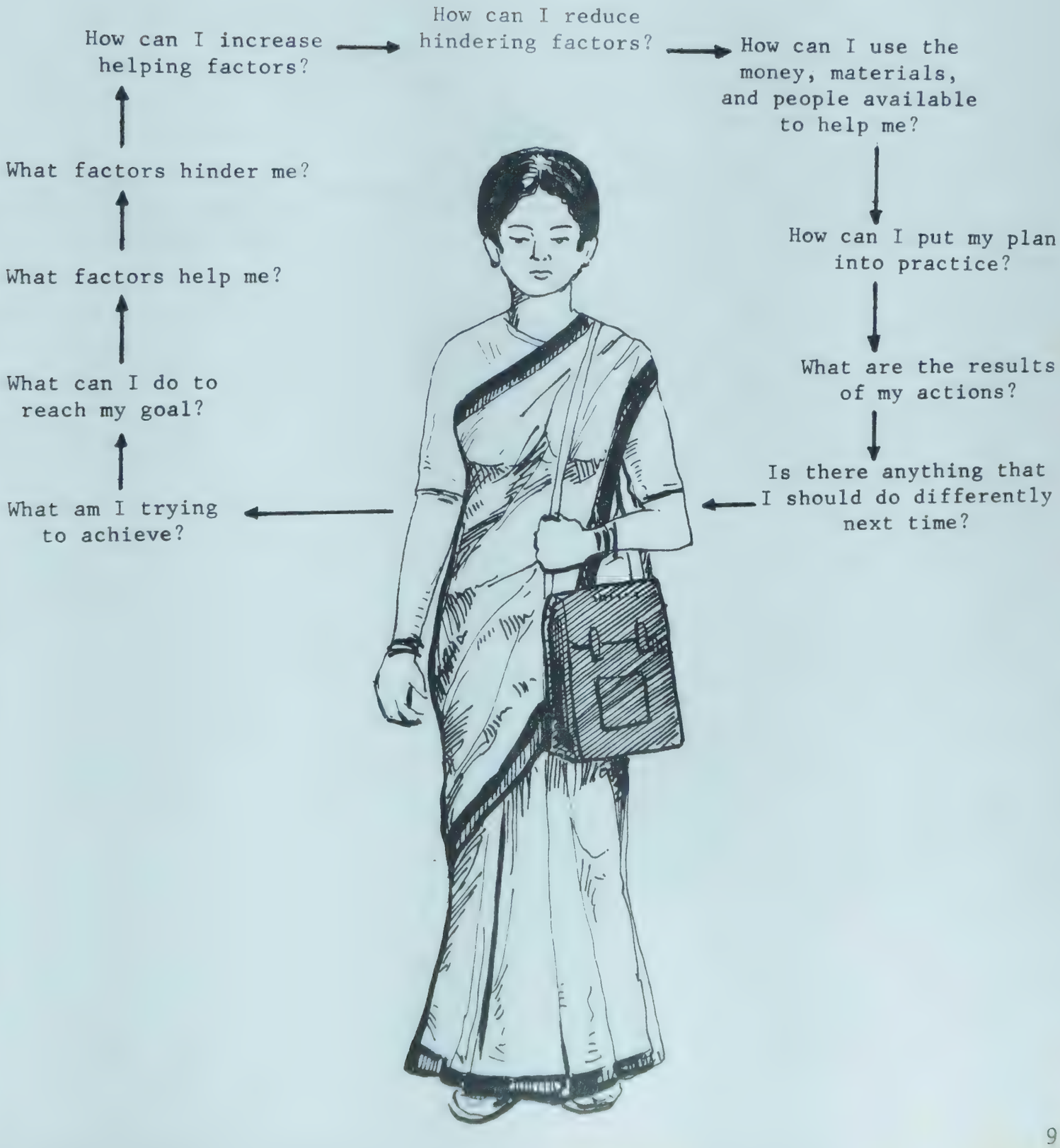
A problem is any thing which does not permit the person to achieve the goal or prevents them from performing at a desired level.

What is problem based supervision (PBS)?

Problem based supervision is the kind of supervision that helps the worker solve his/her own problems, become a self-reliant worker and work effectively.

WHAT IS THE PROCESS OF PROBLEM BASED SUPERVISION

What should an ANM ask herself as she uses problem based supervision


What am I trying to achieve?
What can I do to reach my goal?
What factors help me?
What factors hinder me?
How can I increase helping factors?
How can I reduce hindering factors?
How can I use the money, materials, and people available to help me?
How can I put my plan into practice?
What are the results of my actions?
Is there anything that I should do differently next time?

WHAT IS THE PROCESS OF PROBLEM BASED SUPERVISION

What should a PHN ask herself as she uses problem based supervision

How can I solve these problems?

Who shall I ask to help us solve the problem we cannot solve alone?

Is there anything the ANM cannot do herself?

How can I help the ANM to solve these problems?

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How to help the ANM identify her problems?

The following activities are useful to help ANMs identify their problems. Before you visit the health post, set the goal for supervision. Make frequent visits to the spot (health post, health centre, FP/MCH clinic).

During the supervisory visit the PHN should:

- Observe the work done by the ANM
- Read the ANM job description together with the ANM
- Ask relevant question, i.e. **What is the mission (goal) of the health post? What are your work objectives? What is your role? What tasks do you do? What tasks should you do to accomplish the goal?**
- Discuss the above with the health worker and identify what cannot be done. **Is it a problem?**
- Listen carefully to what they say and compare this information with what you observe.
- Read the record and reports and apply the data to the work situation as you discuss with the staff. **What service is not being given? What are the most frequent causes? Does the action taken seem appropriate?**
- Share your past experience with the staff - tell them how others solved this kind of problem.

Together with the ANM and other health workers, the PHN should:

- Help the ANM to compare her work achievement with what she expects to be able to do. Help her clarify the gap. **What is she not doing?**
- Make a list of the problems and analyse them by discussing with the staff.
- Rank the problems together with staff in area of priority. Give highest priority to those which relate to the most important objectives of the health post. **What problems will you most likely be able to change?**

- Group the list of problems as follows:
  - * problems that can be solved by the worker alone
  - * problems that can be solved by the worker together with other staff in the health post
  - * problems that can be solved by the health post staff with the help of the community
  - * problems that can be solved by the health post staff with the help of the supervisor/district office.
- Select one problem which can be solved and work on it with the appropriate people. Then proceed to the next problem.

"Is it related to how the ANM values her work?"

An ANM who values her work will always do a good antenatal exam, while an ANM who does not value her work may not weigh her patient, or she may be careless about identifying high risk problems. This behaviour may be serious for the mother if the ANM should have referred her to the hospital.

"Is it caused by lack of motivation?"

An ANM who has the responsibility of providing supervision to traditional birth attendants in villages some distance from the health post does not go because she has no travel and daily allowances, and the health post incharge uses all of the health post budget for the nutrition programme. The ANM feels depressed, frustrated and loses interest in TBAs.

"Is it related to a personal problem of the ANM?"

One ANM who has chronic tuberculosis is very lean, sick, and without energy and is unable to attend the clinic regularly because she gets a fever and coughs often. She has to go to the zonal hospital for treatment.

"Is it caused by something in her work situations?"

An ANM who was asked to assist with an immunization programme did not implement the programme in her area because she had no refrigerator. She knew that the vaccine would be spoiled if the cold chain was not kept intact.

"Is it due to lack of knowledge, skill or appropriate attitudes?"

A new ANM who only attended the class on giving injections but never had the opportunity to give an injection to a patient was not able to select a site correctly. As a result the patient suffered from tissue damage and had severe pain where she hit the bone. The supervisor also observed that she was unable to handle the syringe correctly.

HOW TO ANALYSE PROBLEMS RELATED TO THE VALUE OF WORK

How to analyze problems related to the value of work?

What is the value of work?

- The importance given by ones own self to his/her work. How important is her work for reaching the health post goals? How important does she feel she is for the community?
- The importance given to an individual's work by the other health workers (colleagues), superiors, and subordinates.

How does the value of work effect the performance of the ANM?

The ANM who does not consider her work important will spend her time in other activities. For example, she may work as an assistant to the health post incharge. She will not be creative or attempt to solve problems.

How can you help the ANM explore her own feelings about her value of work?

By asking key questions you can help the ANM to look at how she values her work.

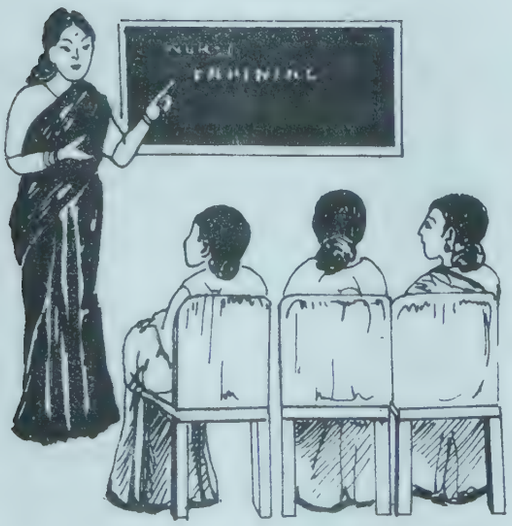
- Is it more important for you to teach the TBA how to conduct safe deliveries or to assist the health post incharge in Xeropthalmia case finding and why?
- What happens to the women who need advice on care during pregnancy if you are not present? Is it important?

What ways can you help the ANM increase her own value of work?

You can help the ANM's value her work by:

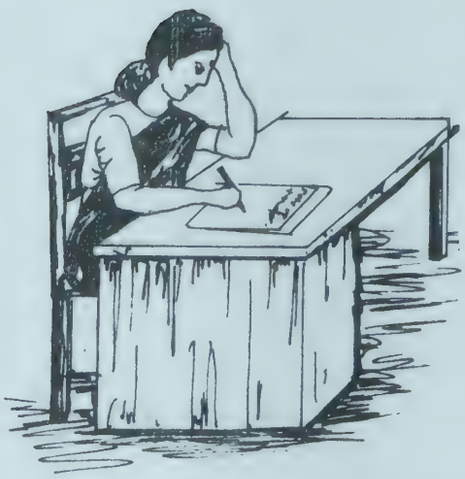
- Being sure that the ANM has the opportunity to discuss her work at staff meetings
- Giving positive reinforcement of her valuable contributions.

HOW TO ANALYSE AND SOLVE PROBLEMS RELATED TO THE VALUE OF WORK



How does the ANM value her work?

Does it effect ANM performance?



What are the helping and hindering factors?

Opportunity to discuss with others

Positive feedback and supervision

Clear responsibility

Value of work stressed in ANM training programme

An awareness of her job importance

Frequent punishment from authorities

Low opinion of value of ANM work

Haphazardous transfers

Overlapping programmes without priority

Lack of appreciation for ANM work by health post staff

How can the value of ANM's work be increased?

Continue to increase feeling of worth

HOW TO ANALYSE PROBLEMS RELATED TO MOTIVATION

What is motivation?

Motivation is the force or inner drive which stimulates a person to perform an assigned job. It is a persons own desire to work.

How does motivation effect the performance of the ANM?

If an ANM has no desire to work, then she will not work effectively.

How can you help the ANM explore her problems with motivation?

Encourage the ANM to think about the standard of her work by asking key questions, for example:

What do you like about working here? Is it satisfying? What have you started since you came to this health post? Is it worth while working here? What new programmes have you initiated in the community? With whom do you discuss your programmes? Do you visit other health post to learn about new things you can try? When visitors come to the health post, do you discuss your goals and what you are doing to reach them? Do you like participating in new programes? What have you learned this month that is new? What do you read? Do you discuss your cases with your supervisor?

How can you help the ANM increase her motivation?

Make a list of things that increase this person's motivation and those which reduce it. Following the problem solving process, attempt to increase her desire to be creative to reach a high level of performance, and work well.

How can you help the ANM explore her problems of motivation?

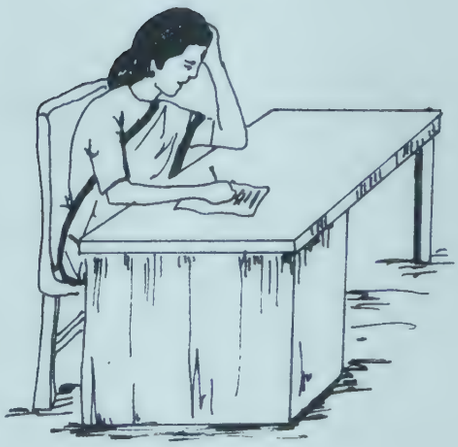
Encourage the ANM to think about her level of work by asking key questions, for example:

What do you like about working here? Is it satisfying? What have you started since you came to this health post? Is it working? How much time do you spend at the clinic, in home? etc. Do you prepare your own work plan? Can you implement your work plan?

HOW TO ANALYSE AND SOLVE PROBLEMS RELATED TO THE MOTIVATION OF ANM'S

Is the ANM motivated?

Does lack of motivation effect the work of the ANM?



Encourage her good performance

Plan career advancement

Plan continuing education

Increase supervisory visits

Inspire by incentives

What are the helping and hindering factors?

Frequent transfer

Isolation

Lack of team cooperation

Lack of encouragement

How can motivation be increased?

Increase helping factors

Decrease hindering factors

Evaluate change in behaviour

HOW TO ANALYSE PROBLEMS RELATED TO PERSONAL SITUATION

What is "Personal Situation"

Personal situation includes any private matter, outside the work situation, which facilitates or prevents the individual from performing his/her job, such as poor health, family problems, being away from home, family sickness, husband working in different area, and nobody at home to look after the small children.

How can the personal situation affect the performance of the ANM?

If an ANM is worried about her personal situation, her mind will not be on her job and she will not work effectively.

How can you help the ANM explore her personal situation?

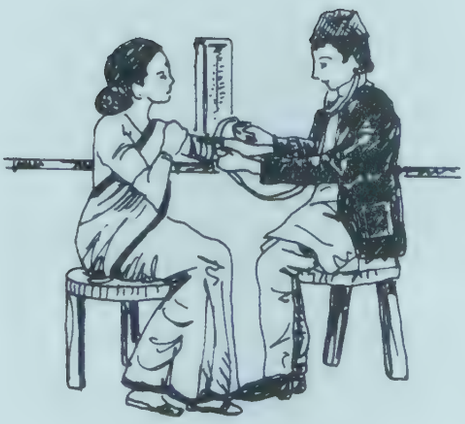
You can help the ANM look at her personal problems by asking key questions.

Do you enjoy working in this community? How does your family like it? Are your children adjusting to the school? What do they do with their free time? How is the food? How is your health?

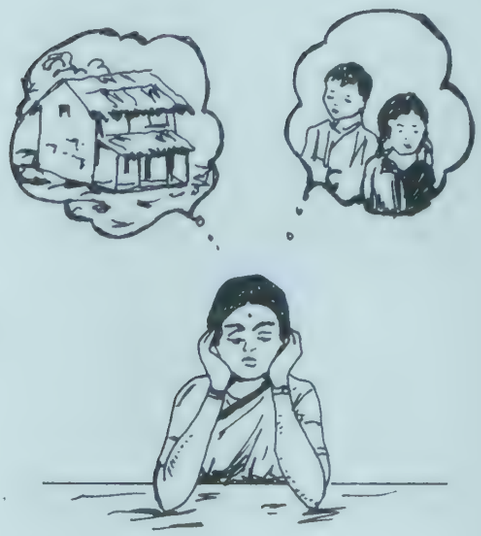
What ways can you help the ANM improve her personal situation?

Follow the problem solving process to help the ANM improve her personal situation. Be professional - not intimate. Create independence and a feeling of dignity in the ANM.

HOW TO ANALYSE AND SOLVE PROBLEMS RELATED TO THE ANM'S PERSONAL SITUATION



Does the personal situation lower the work performance of the ANM?



What are the helping and hindering factors?

Community friends

Genuine concern of supervisor

Awareness of existing health resources

Regular health check-ups

Helpless feeling about situation

Insecure because away from family

Blamed by others for situation

Ill health

How can the ANM improve her personal situation?

Continue to increase self-reliance

HOW TO ANALYSE PROBLEMS RELATED TO WORK SITUATION

What is the "Work Situation"?

The work situation includes the environment which helps or prevents the person performing her work, e.g. transportation, equipment at work, budget, security, cooperation, space, water supply, and clean environment.

How do problems in the work situation affect the ANM's performance?

If the work situation is difficult, e.g. if the right equipment is not available, the ANM will not be able to work effectively.

How can you help the ANM explore problems related to her work situation?

Explore with the ANM by asking key questions to see whether the work situation prevents her from performing her tasks well. For example ask the ANM:

Where do you examine the pre-natal mothers? Where do you work? Do you have enough water? Does your salary come on time? Do you get supplies regularly?

What methods may help the ANM solve her problem with the work situation?

Help the ANM to use the steps of problem solving to improve her work situation. Separate the problems you can solve from those you cannot. Ask for the seniors' or supervisors' help to reduce the hindering factors and strengthen helping factors.

What methods may help the ANM solve her problem of the work situation?

- Help the ANM to use the steps of problem solving in order to improve her work situation.
- Separate which problem you can solve and which you cannot.
- Ask help from the seniors or supervisors to remove the hindering factors which you are not able to do.
- Strengthen the helping factors which you are capable of doing.

HOW TO ANALYZE PROBLEMS RELATED TO THE WORK SITUATION

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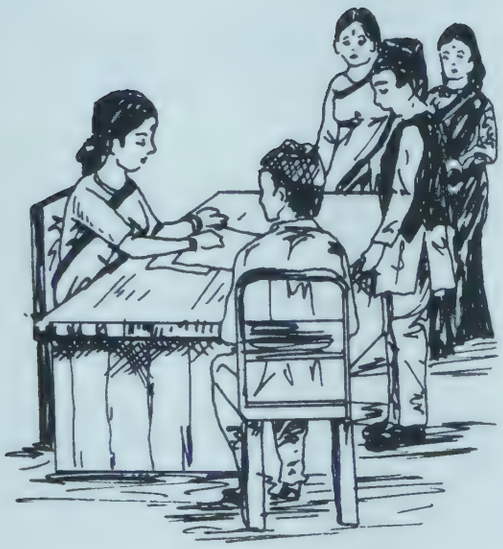

Does work situation effect performance of the ANM?

What are helping and hindering factors?

Good team spirit

Clear job description

Enough space

Well planned programme

Lack of transport

Lack of equipment

Role conflict

Overlapping of work

How can the work situation be improved?

Increase helping factors

Decrease hindering factors

Implement

Continue to improve work situation

HOW TO ANALYSE PROBLEMS RELATED TO KNOWLEDGE, SKILL AND ATTITUDE

What is knowledge, skill and attitude?

- Knowledge is an awareness and understanding of adequate information to perform a task
- Skill is having the ability to perform a task
- Attitude is the feelings which may or may not motivate the ANM to do her work

How do knowledge, skill and attitude affect performance?

If the ANM is skillful and knowledgeable and has a positive attitude she will be an effective worker.

How can you help the ANM explore her own knowledge, skills, and attitude?

Ask key questions and discuss with the ANM about her work.

What tasks are you doing? What do you think you should do? What are you not doing? Is it important? If yes, what can be done to resolve the problem? Do you have the skill to do it? Did you learn how to do it in school?

The supervisor should ask herself the following:

Can I provide the needed information so she can develop the skill (written manual, checklist, demonstration)? Will information and on-the-job training be sufficient? Does she have what it will take to learn how to do the task? Does she have the right attitude to want to perform the task? What is the result of her not performing the task? Who rewards her for performing the task the right way? What prevents her from performing the task - lack of knowledge, no skill or poor attitude?

HOW TO ANALYZE PROBLEMS RELATED TO KNOWLEDGE, SKILL AND ATTITUDE

How does the ANM perform?

Is there skill deficiency?

Is there lack of knowledge?

Is there a poor attitude?

What are the helping and hindering factors

Positive experience

Refresher training

Systematic supervision

Opportunity to practice

Supply self-learning materials/manuals

Incentives

No guideline

No clear job description and policies

Frequent punishment

No skill in planning

No orientation/ supervision

How can the ANM's knowledge, skill, and attitude be improved?

Increase helping factors

Decrease hindering factors

Evaluate

PHN IDENTIFIES HER OWN PROBLEMS

I ask myself
and attempt to answer
the following questions:

What is my work situation?

Do I have the necessary knowledge, skill and attitude?

What is my personal situation?

Do I value my work?

Am I motivated?

ANM PERFORMANCE APPRAISAL TOOL

ANM's Name: ..... Name of PHN doing appraisal: .....

Health Post Name: ..... Dates for visits for appraisal: .....

.....

		BY OBSERVATION IN VILLAGE			
	Performance of the ANM in the village in her area	Does Regularly	Does Sometimes	Does Rarely	Plan for Improvement
1.	Establishes Maternal and Child Health Outreach Clinics.				
2.	Identifies population at risk, with the assistance of village health workers, sudenis, community health leaders, and others.				
3.	Makes pre-natal home visits to mothers who do not come to the clinics, and to mothers and babies with complications.				
4.	Conducts home deliveries.				
5.	Gives post-natal care to mothers and babies and supervises those delivered by sudenis.				
6.	Visits babies born who are not brought to the clinics.				
7.	Visits and gives follow-up care and teaching to malnourished children and mothers, especially on the introduction of weaning foods.				
9.	Motivates the mothers to bring their children for regular examination and immunization to well-baby clinic.				
10.	Makes a plan for supervision of each TBA.				

	Performance of the ANM in the village in her area	BY OBSERVATION IN VILLAGE			
		Does Regularly	Does Sometimes	Does Rarely	Plan for Improvement
11.	Visits each TBA according to supervision plan.				
12.	Checks the TBA's record card on each visit.				
13.	Completes accurately TBA work form, including listing all pregnant women being attended by TBAs.				
14.	Uses the record form and observational assessment form with TBA as a tool to reinforce previous teaching.				
15.	Checks the supplies of each TBA and teaches her how TBA keeps her equipment clean.				
16.	Sees complicated cases found by the TBA and gives the TBA advice and/or appreciate assistance in caring for the client.				
17.	Identifies training need of TBA for refresher training on the basis of observation of TBA performance.				
18.	Help families move a patient to the hospital, if necessary.				
19.	Brings to the attention of the health inspector or health post incharge suspected cases of communicable diseases.				
20.	Works with all community development workers to improve the health of the people in the village.				

	Performance of the ANM in the health post	BY OBSERVATION IN HEALTH POST			
		Does Regularly	Does Sometimes	Does Rarely	Plan for Improvement
1.	Establishes and conducts regular Maternal and Child Health Clinics.				
2.	Gives immunizations to all infants and to women aged 15-45 years.				
3.	Conducts training for sudenis and community health leaders.				
4.	Organizes and teaches health education to all patients, especially to mothers, with emphasis on sarbottam pitho, oral rehydration solution, immunization and family planning.				
5.	Assists the health post incharge with the daily running of the health post.				
6.	Gives first-aid and treats minor ailments.				
7.	Refers abnormal cases to the doctor at the health centre or hospital.				
8.	Maintains records of all work carried out, including records of individual patients and pre-natal and birth registers.				
9.	Keeps the health post clean.				
10.	Cares for the equipment in her own unit and other supplies left in her unit.				
11.	Assists with the nursing and midwifery care of in-patients, if there are beds at the health post.				

EVALUATING MYSELF AS A SUPERVISOR

A list of commitments of public health nurses which are found on page three help to guide the PHN in her daily activities. A PHN self-evaluation tool based on these commitments is found in the following section. The tool is not meant as a performance appraisal, but rather as a checklist to help the PHN to remind to evaluate the use of problem-based supervision with ANMs.

Commitment 1

I WILL BE FAMILIAR WITH MY JOB DESCRIPTION

	YES	NO
I have a copy of my job description from the nursing division		
I read my job description		
I discuss with others the parts of the job description that are not clear		

Commitment 2

I WILL ORIENT MYSELF TO MY DISTRICT

	YES	NO
I introduce myself to co-workers and community leaders		
I orient myself to the community by making and using maps		
I discuss the district health problems with others		
I familiarize myself with community resources, especially health, educational, and agricultural facilities		
I read the health programmes and discuss the objectives with district health office staff		
I review the current maternal and child mortality and morbidity rates		

Commitment 3 I WILL MAKE SUPERVISORY OBJECTIVES

	YES	NO
I plan what and whom to supervise in each health post		
I identify activities necessary to reach objectives		
I review the job description of the ANM in order to understand the role of the ANM		

Commitment 4 I WILL DEVELOP KNOWLEDGE, SKILL AND ATTITUDES TO BE AN EFFECTIVE SUPERVISOR

	YES	NO
I read literature about nursing care, supervision, and administration		
I take advantage of opportunities to refresh my knowledge		
I seek feedback from others about my effectiveness as a supervisor		
I use the ANM performance appraisal form at each supervisory visit		
I use the supervisory self-evaluation tool regularly		

Commitment 5 I WILL PRACTICE GOOD COMMUNICATION SKILLS

	YES	NO
I visit health posts regularly		
I inform the health post staff of the date and time of each visit		
I improve team cooperation by discussion with the health inspector, health post incharge, ANM and other health workers		
I listen to ANM's problems and help her rank her problems according to priority		
I talk with the ANM about her job satisfaction and improvement of her performance		

Commitment 6 I WILL HELP THE ANM AND HEALTH POST STAFF TO IDENTIFY THEIR PROBLEMS

	YES	NO
I ask health post staff how their work is, and if they are meeting their objectives		
I ask them to list, discuss and prioritize the major problems at the health post		
I work with the ANM and health post staff to learn and use the problem solving process		

Commitment 7 I WILL DEVELOP MY OWN PROBLEM SOLVING ABILITIES IN ORDER TO HELP THE ANM TO SOLVE HER PROBLEMS

	YES	NO
I utilize and adapt the approaches in this manual for my own work		
I utilize the problem solving process to solve my own problems		

Commitment 8 I WILL HELP THE ANM TO SOLVE PROBLEMS SHE IS NOT ABLE TO SOLVE ALONE

	YES	NO
I ask the ANM what things she is able to do and what things she is unable to do		
I motivate the ANM to seek constructive help		
I improve the ANMs knowledge and skills by teaching and demonstration		
I improve the attitude of the ANM by motivation and reward		
We strategize how to increase the helpful factors and decrease hindering factors		
I evaluate progress at each visit		
I help ANM to modify plans as necessary		

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Commitment 9 I WILL ASK DISTRICT AND REGIONAL HEALTH STAFF TO HELP WITH ANM'S PROBLEMS WHICH I CANNOT SOLVE MYSELF

	YES	NO
I help to convey the problem properly		
I help to solve the problem by discussion with the district and regional health staff		
I promptly provide feedback to the ANM		

Commitment 10 I WILL MOTIVATE THE ANM BY EXPLAINING ABOUT THE IMPORTANCE OF MATERNAL AND CHILD HEALTH PROGRAMMES

	YES	NO
I discuss primary health care of mother and children with ANM		
I help her to understand morbidity and mortality of mothers and children in the community		
I praise her positive efforts		
I help the ANM run the MCH clinic		
I assist her with the training of traditional birth attendants		

Commitment 11 I WILL INFORM THE HEALTH INSPECTOR AND HEALTH POST INCHARGE OF MY ACTIVITIES AT REGULAR MEETINGS

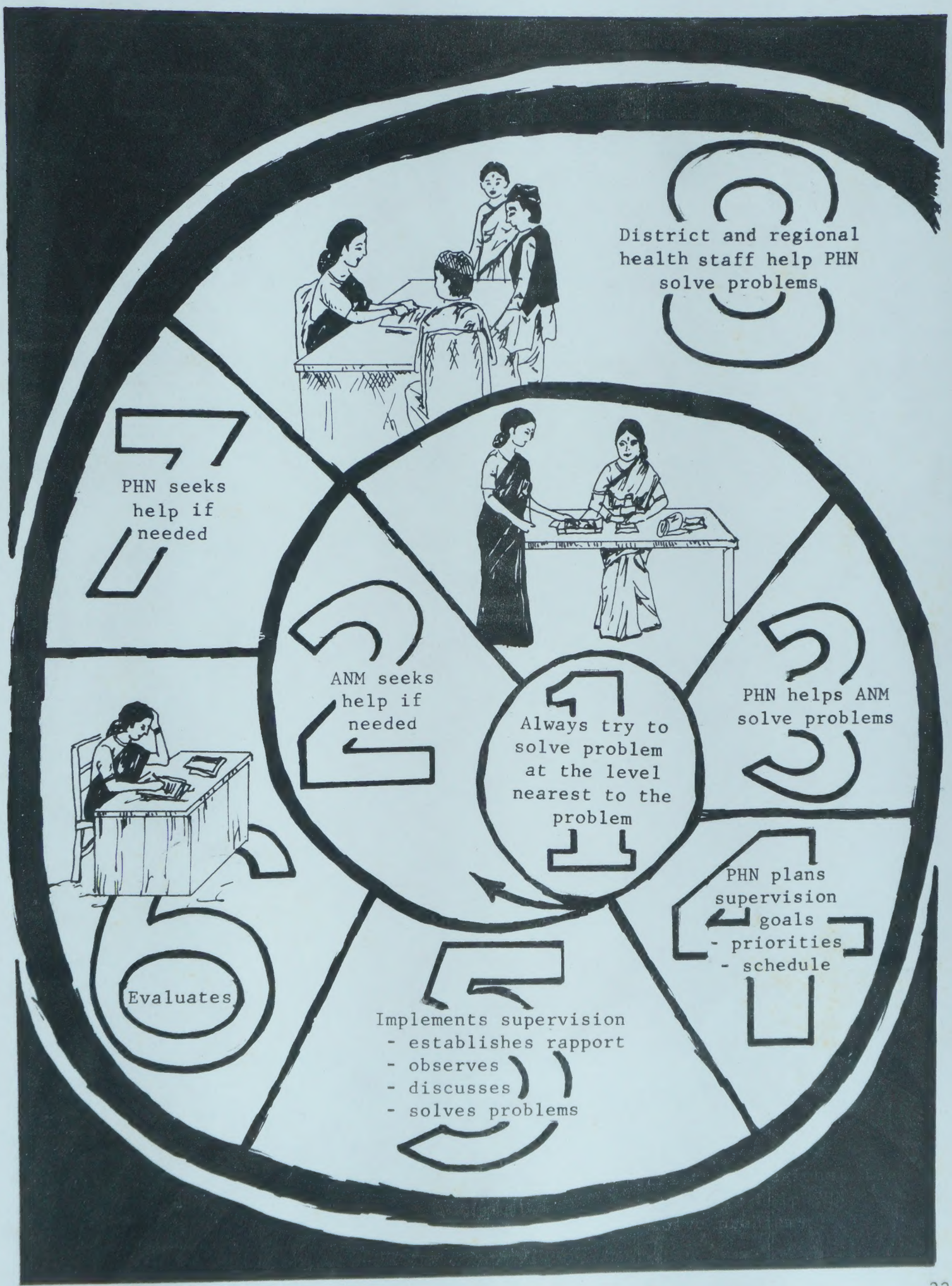
	YES	NO
I establish good interpersonal relationship with health inspector and health post incharge		
I plan with the health inspector and health post incharge to set agenda, date, time and place of meeting		
I encourage all team members to attend the meeting		

Commitment 12

I WILL INVOLVE ALL HEALTH POST STAFF, ESPECIALLY THE ANM IN GOAL SETTING AND PLANNING FOR HEALTH POST ACTIVITIES

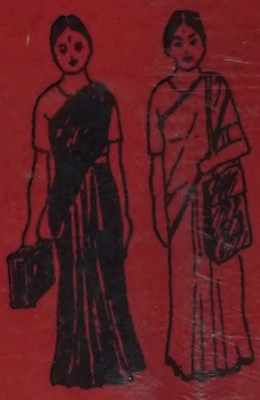
	YES	NO
I find out the needs of the health post and the community		
I involve ANM and other health workers in goal setting, planning, and evaluating		

PROBLEM SOLVING AND PROBLEM BASED SUPERVISION
FROM LOCAL TO DISTRICT LEVELS



"**Supervision** is the process of guiding and helping people to improve their own performance."

"**Problem based supervision** is the kind of supervision that helps the worker solve his/her own problems, become a self-reliant worker and work effectively.



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